Course Title:
Organizational Behavior in Human Relations

Course Number:
HR 5323-104

Course Description:
Organizational Behavior (OB) represents the behavioral approach to management. OB is influenced by organization theory, organization development, and human resources administration. OB is concerned with human behavior at work and how various structures and work processes influence such behavior. The field is interdisciplinary, owing much to anthropology, sociology, and psychology. OB represents a strong interest in what scientific research can do to enlighten managers about individual and group behavior on the job. From a Human Relations perspective, organizational behavior is investigated with an eye toward how well organizations address, not just their own instrumental needs, but the expressive desires of employees as well. It is a normative goal of HR to ensure that organizations are mindful about the welfare of employees as well as productive concerns. Further, it is the belief of Human Relations practitioners that concern for people is consistent with a concern for production in organizations.

In this course, we will study a number of important organizational issues and processes. We will examine organizational culture, individual behavior and differences, leadership, motivation, communication processes, group behavior and teamwork, power, politics, and conflict, effective decision making processes, and organizational change and development. These segments of organizational reality are just that -- the taking apart of organizational systems so they may be examined in some detail. However, throughout the course students are reminded that organizations are whole systems and, in the end, it is making sense of the totality that matters most.

This class is highly participatory. It will be run like a seminar where students are expected to complete assigned readings and special assignments and class time will be devoted to group evaluation of material rather than lecture. The class will involve group discussion, use of video, and lecture. It is the quality of participation that matters.

Class Dates, Location and Hours:

Dates: March 5-11, 2012
Hours: Mon-Fri 6:00 p.m.-9:30 p.m.; Sat 8:00 a.m.-4:30 p.m.; Sun 8:00 a.m.-12:00 p.m.
Last day to enroll or drop without penalty: February 5, 2012

Site Director:
Phone: 703-418-4800; Fax: 703-418-2730; E-mail: apwashington@ou.edu
Professor Contact Information:

Course Professor: Dr. Chan M. Hellman
Mailing Address: OU-Tulsa
4502 East 41st Street
Tulsa, OK 74135
Telephone Number: 918-660-3484
Fax Number: 918-660-3490
E-mail Address: chellman@ou.edu
Professor availability: The professor will be available via e-mail to students before and after the
class sessions. On-site office hours are half an hour before and after each
class session, by appointment.

Textbook(s) and Instructional Materials:

Student materials are available at the Follett/AP Bookstore located in the Oklahoma Memorial Union, 900
Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone
at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to
oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through
Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 5 p.m. CST. Faxed orders may
be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).

Press. ISBN 9780813398396. (Text prices are available online.)

Prentice Hall. ISBN 9780131992382. (Text prices are available online.)

Note: The Follett/AP Bookstore is the Advanced Programs contractual textbook provider. Should text
changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text
returns/refunds only for texts purchased through the Follett/AP Bookstore.

Course Objectives:

1. Students will learn about the meaning of Organizational Behavior.
2. Students will learn that the whole is sometimes less than the sum of its parts.
3. Students will learn open systems theory and its implications for management and leadership.
4. Students will learn how one “frames” organizational processes drives managerial and leadership
behavior.
5. Students will learn about what motivates staff at work.
6. Students will learn about groups and teams at work, especially the negative aspects of excessive
conformity in groups.
7. Students will learn about various forms of leadership and a new way of understanding the
physics of life and how that influences leadership behavior.
8. Students will learn about power in organizational life.
9. Students will learn why changing or transforming organizations is part of organizational reality.

Assignments, Grading and Due Dates:

The Reading:

A final comment about readings—try to read the books before the class—especially. The Carnevale
text has a title that refers to the public sector but, save for one chapter, is classic OD or generic about
changing organizations, a topic important in all OB classes.

Course Requirements:

Students will do the assigned readings, attend class, and participate in class discussions. Class
participation is valued. Some students are somewhat reticent to engage in public talk. The quality of
participation, not the quantity, is what counts. There will be a final comprehensive examination on the
last day of class. It will be essay type with some choice about questions, though a single comprehensive question answered by all students is certain. We will talk more about this in class.

**Research paper:**
You will be required to hand in an eight to twelve page research paper on a topic of your choice in Organization Behavior. This is a research paper—not a “what I think” paper—or a “what we do at my job” paper. You need to do library research and analyze the research on a phenomenon in OB. The paper will be due on the last day of class. The first night of class, you should have a topic already picked for approval. If you give me your paper, I will give it back to you with comments.

**Instructional Methodology:**
Group discussion will drive the instruction. Various combinations of lecture, class discussions, student presentations, and video will combine as the overall instructional technique.

**Post-Seminar Assignment:**
There will be a five to seven, double-spaced, critical book review of the Carnevale text related to the other issues in the class. More detail will be provided in class. Due Date: April 1, 2012

**Grading:**
This is a letter-graded course: A, B, C, D, or F. Your grade will be a combination of your participation and your performance on the deliverables—the research paper, the examination, and the post-seminar assignment.

NOTICE: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty

Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at http://www.ou.edu/provost/integrity

Accommodation Statement

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course.

Copyright

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA
Chan Hellman, Ph.D

Education

Current Positions
- Associate Professor – Department of Human Relations, The University of Oklahoma.
- Advanced Programs professor since 2005

Frequently Taught Advanced Programs Courses
- Research in Human Relations
- Non-profit Organization
- Seminar in Leadership in Organizations
- Organizational Behavior.

Major Areas of Teaching and Research Interest
Primarily teach research methods, program evaluation and organizational courses. My research is primarily applied in nature with a focus on non-profit human service agencies. I am specifically interested in issues of measurement as well as the concept of hope.

Representative Publications and Presentations
GRANTS:

Total External PI or CO-PI Funding Received as of June 30, 2011 is $763,908

- 2011 Oxley Foundation: Impact of Soup Kitchen & Food Pantry on Well-Being ($27,094.00 – Decision Pending) – PI
- 2011 Oklahoma Community Service Commission – Impact of Americorp on Nonprofit Agency Mission Capacity” ($2,000). – PI
- 2011 Tulsa Health Department – It’s All About Kids ($32,385) – PI.
- 2011 Society for Theriogenology Organizational Climate Study for Active Members ($16,571) Faculty Sponsor for Research Assistant (Meg Myers Morgan – Doctoral Student – PI).
- 2010 Tulsa City-County Health Department “Its all about Kids” ($28,445) – PI.
- 2010 Parent Child Center of Tulsa – Hope, Parent Stress and Well-being in the Parent Child Relationship ($19,760) – PI.
- 2010 Oklahoma Center for Nonprofit – Salary Survey ($5,000) – PI.
- 2009 Tulsa City-County Health Department “Its all about Kids” ($28,553) – PI.
- 2009 National Institute of Health (Not Funded) -- Ethics and Privacy Issues in the Development of Regional Health Information Networks. ($370,952) – PI (Subcontract)